CHAPTER VII

SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS

The following are the findings of the study generated from the previous chapters of the study.

FINDINGS

The majority of the total 449 respondents i.e. 75.9 per cent of them have opined that there was manpower planning in the organizations.

The maximum of 83.7 per cent of the total respondents have responded the effectiveness of the manpower planning in the organizations as effective.

The majority of the respondents have opined as effective on the regularity of job analysis, which consists of 94 per cent of the total.

93.1 per cent of the total respondents have opined as effective on the manpower planning and the job analysis existed in the organizations.

The beta value of regular job analysis shows significant contribution of 16% to the HR effectiveness.

The majority of 41 per cent of the respondents have answered that the recruitment from employment exchange is highly ineffective in the organizations.

The majority of 56.6 per cent of the total respondents have opined as highly ineffective on the quota system followed by the organizations regarding the selection of people.

The majority (68.4%) per cent of the respondents have effectively opined on the satisfaction on campus recruitment.
The majority of 74.6 per cent of the respondents have opined on the walk in interview as effective.

The majority of 80.4 per cent of the total respondents have opined on the scientific selection procedures as effective.

The beta value shows significant contribution made by scientific selection procedures (7%) and campus recruitment satisfaction by (5%).

83.1 per cent of the total respondents have opined as effective job training methods are effective in the organizations.

The maximum of 82.6 per cent of the total respondents have opined as effective on the transfer of knowledge and skills in the organization.

The majority of 73.5 per cent of the total respondents have opined as effective on the updating of knowledge in the organization by the present employees.

The overall personality of the employees was effectively opined by 41 per cent of the total respondents.

The majority of 49.7 per cent of the total respondents have opined as effective about the investment in training in the organizations.

The beta value of overall personality (5%) and updating knowledge (4%) show significant contribution 3 to 4% to the HRM effectiveness.

All of the respondents have opined favourably about the performance appraisals and the methods adopted in the organizations.

The maximum of 62.4 per cent of the total respondents have opined as effective on the 360 degree appraisal system in the organizations.
The majority of the 72.4 per cent of the total respondents have opined as they are free from personal bias in the organizations.

The majority of 61.5 per cent of the total respondents have opined as effective on the appraisal in pay and promotions in the organizations.

The majority of 87.1 per cent of the total respondents have opined as effective about the changing scenario in software units.

The beta values of development factors show a maximum significant contribution of 11% to the HR effectiveness.

The maximum of 60.8 per cent of the total respondents have effectively opined on the salary and other benefits.

The majority of the total respondents have opined as effective which consists of 59.9 per cent of the total about the pay link to performance.

The majority of the total respondents which is more than 50 per cent have opined on the profit sharing scheme as highly effective.

The majority of 46.8 per cent and 8.9 per cent of the total respondents have opined as effective and highly effective on the incentive pay in the industries.

The majority of 97.3 per cent of the total respondents were in favour of the annual increment system of the organization.

The majority of the total respondents of 84.2 per cent have opined as effective about the medical insurance provisions for illness in the organization.

The majority of 49.7 per cent of the total respondents have opined on the pension and grading as ineffective which was not in favour of the organization.
The beta values of incentive pay (5%), medical insurance and illness (5%), salary and other benefits (8%) and pension and grading made significant contribution.

The majority of 50.8 per cent of the total respondents have opined as effective about the participation in Administration in the organization.

The majority of 64.6 per cent of the total respondents have opined as effective about the decentralized decision making existed in the organization.

The majority of 96 per cent of the total respondents both have opined as effective and highly effective about the centralized decision making in the organizations.

The beta value of decision-making shows significant maximum contribution of 8% to the HR effectiveness.

The most of 73.7 per cent of the total respondents have revealed as effective about the relationship with other employees in the organisation.

The majority of 68.2 per cent of the total respondents have opined as effective regarding the grievances redressal procedures of the organization.

The maximum of 71.5 per cent of the total respondents have mentioned as effective about the settlement of conflicts in the organizations.

The majority of 99.1 per cent of the total respondents were in adverse of the collective bargaining system in their companies.

All of the total respondents have opined as effective and highly effective system of disciplinary actions taken by the organization.

The majority of 72.6 per cent of the total respondents have opined as effective and in favour of the cyber crime activities carried out in the organizations.
The beta value of Industrial Relations shows a maximum significant contribution of 11% to the HR effectiveness.

The western cultures do affect the working atmosphere and does effective for the productivity opined by the majority of 87.1 per cent of the total respondents.

The majority of 84.2 per cent of the total respondents have opined as ineffective on the Ethical and moral values existed in the organizations.

The ethical and moral values do not shape the organizational image and the personality expressed in adverse by the majority of 90.9 per cent of the total respondents.

The majority of 46.8 and 16.3 per cent of the total respondents have opined as ineffective and highly ineffective job security systems in the study units.

The beta values of job security and western culture show significant contribution of 10% to the HR effectiveness.

Almost all of the total respondents have opined as effective on the working hours prevailing in the organizations which might helps them to improve the productivity.

The majority of 82.6 per cent of the total respondents have opined as effective about the Induction programmes conducted by the study units.

The equal percentages of the respondents have commented about relief from routine work as both effective as well as ineffective.

The most of 81.5 per cent of the total respondents have opined as effective on the motivational techniques adopted by the organizations.

The maximum of 67.9 per cent of the respondents have opined as effective on the communication network existed in the units, which helps to maintain the relationship properly.
The beta value of all variables in supervisory relations show a minimum of .03% and a maximum of 19% contribution to the HRM effectiveness.

The regularity of employees in an organization was the maximum under the distribution of above 20000 employees with 61.7 per cent.

The maximum of 84 per cent of the total respondents in an organization are working for the software development and maintenance products.

The maximum of the total respondents i.e. 39.4 per cent are youth and 30.5 per cent are very young, but others are elders in the organization.

The most of 276 respondents of the total are males, which shows the higher proportion of the male employees (61.5%) working with the organization under study.

The maximum of 238 respondents of the total are not married, which shows the higher proportion of the individuals working for the organization.

Out of the total 449 respondents, 47.9 per cent of the respondents are engineering graduates working in the organization.

The majority of the total respondents (43%) are the software engineers; and the minimum of the total (10%) are the team leaders in the organization.

The majority of the total respondents are with more than three years of service profile which consists of 52.6 per cent of the total.

The maximum of the total respondents have experienced with above 3 years in the current organisation which consists of 69.5 per cent of the total.

The majority of 34.1 per cent of the total respondents monthly salary is Rs.15000-Rs.30000.
The beta value of manpower planning analysis shows significant contribution of 0.09% to the HRM effectiveness.

The beta value of recruitment and selection according to employees shows no significant contribution to the HRM effectiveness.

The beta values of training variables show significant contribution of 3 to 10% to the HRM effectiveness.

The beta value of development according to employees shows no significant contribution to the HRM effectiveness.

The beta value of compensation shows significant contribution of 3% to 8% to the HRM effectiveness.

The beta value of decision-making according to employees shows no significant contribution to the HRM effectiveness.

The beta values of industrial relations variables show no significant contribution to the HRM effectiveness.

The beta value shows the western cultures contribution to the HRM effectiveness.

The beta values of induction programme (13%), working hours (13%) and motivational programme (11%) shows significant contribution to the HRM effectiveness.

The beta value of Manpower planning according to team leader shows no significant contribution to the HRM effectiveness.

The beta value of scientific selection procedures shows significant contribution of 19% to the HRM effectiveness.

The beta values of training method shows no significant contribution to the HRM effectiveness.
The beta value of free from personal bias shows significant contribution of 42% to the HRM effectiveness.

The beta values of medical insurance and illness and pension and grading show significant contribution of 6 to 16% to the HRM effectiveness.

The beta value of decision-making according to team leader shows no significant contribution to the HRM effectiveness.

The beta values of collective bargaining system and cyber crime shows significant contribution of 5% to 9% to the HRM effectiveness.

The beta value of western culture in industry (18%) and job security (9%) show significant contribution to the HRM effectiveness.

The beta values of relief from routine work (7%) and communication network (7%) show significant contribution to the HRM effectiveness.

The beta value of Manpower planning according to project manager shows no significant contribution to the HRM effectiveness.

The beta value of effectiveness of walk in interviews shows significant contribution of 24% to the HRM effectiveness.

The beta value of transfer of knowledge and skills shows significant contribution of 24% to the HRM effectiveness.

The beta value of change in IT industry (13%) shows significant contribution to the HRM effectiveness.

The beta values of salary and other benefits satisfaction (14%), incentive pay (13%) and pension and grading (8%) show significant contribution to the HRM effectiveness.
The beta value of participation in administration shows significant contribution of 13% to the HR effectiveness.

The beta value of relationship with other employees shows significant contribution of 10% to the HRM effectiveness.

The beta value of job security shows significant contribution of 16% to the HRM effectiveness.

The beta values of induction programme and motivational techniques show significant contribution of 21% to the HRM effectiveness.

The beta values of effectiveness of manpower planning shows significant contribution of 19% to the HRM effectiveness.

The beta value of recruitment from employment exchange shows significant contribution of 14% to the HRM effectiveness.

The beta value of overall personality of employees shows significant contribution of 8% to the HRM effectiveness.

The beta value of development according to managers shows no significant contribution to the HRM effectiveness.

The beta value of medical insurance and illness (18%) and pension and grading (5%) show significant contribution to the HRM effectiveness.

The beta value of decision-making according to managers shows no significant contribution to the HRM effectiveness.

The beta value of industrial relations according to managers shows no significant contribution to the HRM effectiveness.
The beta value of job security shows significant contribution of 7% to the HRM effectiveness.

The beta values of induction programme (15%) and working hours (14%) show significant contribution of 29% to the HRM effectiveness.

The beta value of regular job analysis shows significant contribution of 23% to the HRM effectiveness.

The beta value show significant contribution made by effectiveness of walk-in interview (9%) and campus recruitment satisfaction (6%) to the HRM effectiveness.

The beta value of transfer of knowledge and skills (19%) and overall personality of employees (4%) show significant contribution of 23% to the HRM effectiveness.

The beta value of changing in IT industries shows significant contribution of 10% to the HRM effectiveness.

The beta value of annual increment (10%), pay link to performance (8%) and pension and grading (8%) shows significant contribution of 26% to the HRM effectiveness.

The beta values of decision-making variables show significant contribution (13%) to the HRM effectiveness.

The beta value of collective bargaining system and settlement of conflicts shows significant contribution of 26% to the HRM effectiveness.

The beta value of western culture and job security in industry show significant contribution of 20% to the HRM effectiveness.

The beta values of supervisory relations variables show significant contribution of 49% to the HRM effectiveness.
The beta values of manpower planning shows no significant contribution to the HRM effectiveness.

The beta value of campus recruitment satisfaction shows significant contribution of 6% to the HRM effectiveness.

The beta value of overall personality of the employee shows significant contribution of 6% to the HRM effectiveness.

The beta value of changing IT industries and free from personal bias shows significant contribution of 10% to the HRM effectiveness.

The beta values of salary and other benefits, pay link to performance, incentive pay and pension and grading show significant contribution of 26% to the HRM effectiveness.

The beta value of participation in administration and decentralized decision-making show significant contribution of 12% to the HRM effectiveness.

The beta values of collective bargaining system, settlement of conflicts and relationship with other employees show significant contribution of 29% to the HRM effectiveness.

The beta value of western culture in industry and job security show significant contribution of 20% to the HRM effectiveness.

The beta values of various variables of supervisory relations show significant contribution of 45% to the HRM effectiveness.

The beta value of regular job analysis shows significant contribution of 38% to the HRM effectiveness.
The beta value of effectiveness of walk in interview shows significant contribution of 15% to the HRM effectiveness.

The beta value of transfer of knowledge and skills shows significant contribution of 17% to the HRM effectiveness.

The beta values of free from personal bias, appraisal in pay and promotions and change in IT industry show significant contribution of 36% to the HRM effectiveness.

The beta value of medical insurance and pension and grading shows significant contribution of 16% to the HRM effectiveness.

The beta value of participation in administration shows no significant contribution to the HRM effectiveness.

The beta value of collective bargaining system shows significant contribution of 12% to the HRM effectiveness.

The beta value of job security shows significant contribution of 11% to the HRM effectiveness.

The beta values of variables like working hours and induction programme shows significant contribution of 48% to the HRM effectiveness.

The beta values of effectiveness of Manpower planning shows significant contribution of 10% to the HRM effectiveness.

The beta value of campus recruitment satisfaction shows significant contribution of 6% to the HRM effectiveness.

The beta value of transfer of knowledge and skills and overall personality of the employees shows significant contribution of 22% to the HRM effectiveness.
The beta value of change in IT industry shows significant contribution of 8% to the HRM effectiveness.

The beta values of salary and other benefits, profit sharing scheme, incentive pay and pension and grading shows non significant contribution of 19% to the HRM effectiveness.

The beta value of participation in administration shows significant contribution of 8% to the HRM effectiveness.

The beta value of collective bargaining system shows significant contribution of 11% to the HRM effectiveness.

The beta values of job security and western culture show significant contribution of 18% to the HRM effectiveness.

The beta values of induction programme, relief from routine work and motivational techniques show significant contribution of 24% to the HRM effectiveness.

The beta value of regular job analysis shows significant contribution of 19% to the HRM effectiveness.

The beta value of reservation quota, campus recruitment satisfaction and scientific selection procedures shows significant contribution of 17% to the HRM effectiveness.

The beta values of updating knowledge and over personality of the employees show significant contribution of 8% to the HRM effectiveness.

The beta value of free from personal bias, appraisal in pay and promotions and change in IT industry show significant contribution of 25% to the HRM effectiveness.

The beta values of salary and other benefits, medical insurance and illness and pension and grading show significant contribution of 20% to the HRM effectiveness.
The beta value of participation in administration shows significant contribution of 7% to the HRM effectiveness.

The beta value of collective bargaining system shows significant contribution of 12% to the HRM effectiveness.

The beta value of western culture and job security show significant contribution of 20% to the HRM effectiveness.

The beta values of supervisory relations variables show significant contribution of 51% to the HRM effectiveness.

The beta values of manpower planning shows significant contribution of 8% to the HRM effectiveness.

The beta value of campus recruitment satisfaction variable in recruitment and selection according to employees having below 3 years experience shows significant contribution of 8% to the HRM effectiveness.

The beta value of transfer of knowledge and skills variable in training according to employees having below 3 years experience show significant contribution of 22% to the HRM effectiveness.

The beta value of change in IT industry variable in development according to employees having below 3 years experience shows significant contribution to the HRM effectiveness.

The beta values of incentive pay and other variable in compensation according to employees having below 3 years experience show significant contribution of 15% to the HRM effectiveness.
The beta value of participation in administration variable in decision-making according to employees having below 3 years experience shows significant contribution of 5% to the HRM effectiveness.

The beta value of no factor variable in industrial relations according to employees having below 3 years experience shows significant contribution to the HRM effectiveness.

The beta value of western culture in IT industry variable in ethics according to employees having below 3 years experience shows non significant contribution of 8% to the HRM effectiveness.

The beta values of induction programme and other variable in supervisory relations according to employees having below 3 years experience show significant contribution of 46% to the HRM effectiveness.

The beta value of regular job analysis variable in Manpower planning according to employees having above 3 years experience shows significant contribution of 25% to the HRM effectiveness.

The beta value of scientific selection procedures variable in recruitment and selection according to employees having above 3 years experience shows significant contribution of 23% to the HRM effectiveness.

The beta value of overall personality of employees variable in training according to employees having above 3 years experience shows significant contribution of 5% to the HRM effectiveness.
The beta values of free from personal bias and change in IT industry variables in development according to employees having above 3 years experience show significant contribution of 24% to the HRM effectiveness.

The beta values of salary and other benefits satisfaction and other variables in compensation according to employees having above 3 years experience show significant contribution of 23% to the HRM effectiveness.

The beta value of participation in administration variable in decision-making according to employees having above 3 years experience shows significant contribution of 7% to the HRM effectiveness.

The beta value of collective bargaining system variable in industrial relations according to employees having above 3 years experience shows significant contribution of 16% to the HRM effectiveness.

The beta value of job security and other variables in ethics according to employees having above 3 years experience show significant contribution of 19% to the HRM effectiveness.

The beta values of supervisory relations variable in according to employees having above 3 years experience show significant contribution of 47% to the HRM effectiveness.
CONCLUSION:

The software companies in India are reputed across the globe for their efficient Information Technology and business related solutions. With the huge success of the software companies in India, the Indian software industry in turn has become successful in making a mark in the global arena. One of the reasons behind the success of Indian Software companies is that India is the hub of cheap and skilled software professionals, which are available in abundance. It helps the software companies to develop cost-effective business solutions for their clients. As a result, Indian software companies, can place their products and services in the global market on the most competitive rate. This is the reason why India has been a favorite destination for outsourcing as well.

HUMAN RESOURCE MANAGEMENT IN SOFTWARE UNITS

The present research work was undertaken to examine the effectiveness of human resource management practices in the select software units in Tamilnadu. There were totally nine variables included in the analysis, such as Manpower planning, Recruitment and Selection, Training, Development, Compensation, Decision Making, Industrial Relations, Ethics and Supervisory Relations. While examining the contribution of each variable, it is concluded that Supervisory Relations topped the list. The contribution made by this variable is greater as it ranged from 40% to 72%. It is wonder to note even in the 21st century the HR Managers have been relying on the traditional task oriented method to manage the human beings in the study units. Perhaps this would be due to high tech oriented jobs performed by the members in the company.
Indian Software professionals were very popular in accepting low salary and benefits compared to their counterparts the Europeans and Americans. However, it is obvious that IT / Software companies were one of the higher paid employers in India. Thus, the compensation, has occupied second place in attracting and retaining highly skilled professionals in the field. As far this industry is concerned, the variable pay is more attractive than the fixed pay. A minimum contribution of 24% and a maximum 74% was made to the effectiveness.

The third important variable of the HRM practices is the training given to the employees in the study units. Continuous and rigorous training in the job is an important pre-requisite for effective performance. Its contribution to HR effectiveness ranged from 28% to 62%. The importance of training varied from one level to another level.

The fourth HRM variable emerged from the analysis is the ethical practices of the software units, which ranged from 8% to 55% contribution according to the perception of employees. The software industry is a cultural oriented industry with gender diversity. Thus, there is need for formulating and implementing sound ethical norms to govern the behavior of employees. Equality and Uniformity in treatment were very important.

Recruitment and selection, development, industrial relations and decision-making are other HRM variables ranked fifth to eighth by the respondents according to their contributions with a minimum of 5% to 44%.

It is sad to note the recruitment and selection, and development of personnel was relegated back by the respondents. As we know that Recruitment is the entry of a candidate into the organization and the selection process confirms such qualified
candidates for various jobs, it means that the software units in the study area would depend more direct recruitment from university and college campuses than the experience ones. While looking at the contributions by Recruitment and selection and Development, these ranged from 5% to 43% towards the HR effectiveness. Such contributions were low that is why there was more need emphasizing supervisory relations.

Finally, the Industrial Relations in the sample units and decision-making process were rated low whose contributions ranged from 13% to 44%. The last but not least variable is the man power planning process in the sample units which was accorded the last place by the respondents. An organization or a company’s effective Human Resource Management depends to a certain extent how human resources are assessed. Manpower Inventory is prepared and best talent is procured. But lack of sound and effective planning of human resources would definitely impinge the ‘ultimate goals of the company’. Thus, it can be concluded that the HRM in Software Units in Tamilnadu believe that the human resources could be managed through carrot and stick approach involving, iron-hand and monetary measures. These units yet to initiate proper and systematic HR practices for attaining effectiveness individually as well as a group.
SUGGESTIONS

The following are the various suggestions made to improve the human resources effectiveness in the study units.

The most important factor which is very low in its level in the sample units and which requires immediate attention is the Man Power planning. Nature of man power forecasts and job analysis are the dynamic components. Job analysis precedes the man power forecast. A scientific job analysis has to be carried out for computing meticulous forecasts. Such forecasts may embrace all categories of employees.

Decision making is another important factor of HRM in the software units is the nature and type of decisions made by the respondents. Though the sample units disclosed the existence of participation and decentralized decisions, but practically it is not happening so. Especially, the lower level cadres like employees, and manages have to be encouraged to practise the decision- making process. This is urgent in the study units as it affects the quality of products and services.

The strategic factor which is crucial to knowledge and skill generation is the development of human resources in the software sample units. A diversified approach is essential to meet the development needs of different categories of employees in the study units. The analysis in the previous chapters disclose that the employees and managers are categories which require more sophisticated and updated techniques to make them more effective. One should recall that the software industry is more vibrant and often affected by frequent changes. Therefore, periodical and overall evaluation of them is required to design programmes suitable for them.
Cordial employee relations depend on several factors. The software industrial sample units have been practicing collective bargaining process, employer-employee relations among team leaders and software engineers. The remaining categories of staff members do not have good perception about these practices. Hence, the samples units have to improve to strengthen the employee relations among all and the collective bargaining has to be extended to all.

Another dimension which requires improvement is the ethics in the study units. IT is the hallmark of 21st century. It not only has brought astonishing changes in the communication and business practices, but also in human behavior. The human beings working in the study units are not left out from the perspicuous impact of the western culture. Irrespective of the cadre which they belong to, all have to face the erosion Indian cultural values, habits and ethos. This is danger to the software units. Therefore, the sample units have to introduce culture and ethical oriented practices with an interval. This would help to retain our tradition, culture and values.

The most important HR practices in the sample units are the recruitment and selection and training of employees. The main focus of the sample units presently is to rely more on campus interview to recruit new blood than from the recruitment from Government Employment exchange. This would instill confidence in the mind of the public and potential candidates. Moreover, recruitment through employment exchanges may also help to fulfill the government stipulation against reservation quota to different communities which is a social objective of the nation. Similarly, the various training programmes meant for the development of knowledge, skill and behavior essential for doing their jobs successfully. However, it is identified that there is need to make efforts
to update the knowledge and skill according to the changing scenario. This is required to meet the challenges of the software and IT industry in India.

Software and IT industry are popular for their low compensation compared to European countries. In India also the compensation is said to be high compared to other industries. One should note that software units in Tamilnadu, manage their human resources in a unique way. They have been managing their HR through carrot and Stick approach. In other words, they have stick in one hand (supervision) and carrot (compensation) on the other. But it is expected that HR in the study units should be managed through effective HR practices like Man power planning, scientific recruitment and selection, sound training system, etc. This would ensure long-term growth and stability in performance of the employees. Hence, it is suggested to the sample units that should change their focus to the real primary human resources strategies rather secondary.

Future Research:

The research in HRM in software units in Tamilnadu or elsewhere is possible in the following topics:

1. Each element of HRM can be undertaken and survey research can be done.

2. HRM practices in software units of tamilnadu can be compared with the same in other parts of south India.

3. The perceptual differences in HR Practices can be studied according to the size of the units.

4. HRM Practices expressed in quantitative terms can be compared with numerical performance of study units in the select area.

5. HRM climate can be studied in the software units in tamilnadu or elsewhere.

6. The strategic management of human resources and their impact on the firm’s performance can be studied.